



CIVIL AIR PATROL

National Cadet Competition
Operations Plan 2006

**NCC
OPLAN**

CIVIL AIR PATROL

National Cadet Competition



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General Overview

The National Cadet Competition [NCC] is an annual program to evaluate the best team of cadets represented at wing, region and national levels for drill teams and color guards. The NCC enables cadets to model traits of the highest standards of leadership and personal responsibility. The NCC encompasses the National Drill Team Competition [NDTC] and the National Color Guard Competition [NCGC]. Teams will be coming from across America to compete to win the United States Air Force Chief of Staff Sweepstakes Award (given to the first place NDTC and NCGC winners), as well as other top awards. The teams selected to come to this year's NCC have won their respective wing and region competitions.

A. Overview

The NCC will provide support for the participating cadets and their required escorts only. Each regional drill team is authorized a maximum of 16 cadets and two adult escorts who are current members of CAP. Each regional color guard team is authorized a maximum of five cadets and two adult escorts who are current members of CAP. Support includes lodging, meals and program costs for the duration of the NCC only. Any additional support requires the national project officer's approval.

All CAP regulations and guidelines will be followed.

B. Location

Washington, DC, with most events at the Steven F. Udvar-Hazy Center (part of the National Air & Space Museum) at the Washington Dulles Airport.

C. Primary dates

July 6 - 9.

D. Alternate dates

In the event of unavailability, the Washington Dulles Airport Marriott is designated as the back-up site. Every attempt will be made to keep the primary dates, even with a back-up site. The location and date are subject to change due to mission requirements.

E. Initial reporting times and locations

In-processing is on the arrival day, and begins at 1400. Out-processing is on the departure day begins at 0500. Both events occur at the participants' hotel, the



Washington Dulles Airport Marriott, or a designated holding area announced in the Rules of Engagement (ROE).

F. Funding

All funds for NCC come from CAP corporate dollars (account: 8455-065-35-06-100). No appropriated dollars are used. An NCC checking account will be established by National HQ to manage the daily operations of the event, in accordance with CAPR 173-2 requirements.

For 2006, the total corporate funds requested are \$97,000 (see Annex A for the latest budget). There are no travel offset funds available this year.

G. National project officer (NPO) contact information

Joe Curry
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H. Host unit

National HQ is sponsoring this event, in coordination with the hosting liaison region, the hosting CAP region, the hosting State Director, the hosting CAP wing, and local CAP squadrons.

I. Notification

Each region is required to notify National HQ of their team selection no later than 60 days prior to the start of the NCC. This notification will be in MSA format (see CAPR 10-3). The MSA will need to clearly indicate the participating cadets and escorts. The respective Liaison Region HQ or wing State Director will generate the MSA for their team.

J. Qualification requirements

Qualification requirements are found in the NCC Rules of Engagement (ROE) that are published by the national project officer (Refer to Annex B for the pertinent regulations and ROEs). Look for the latest NCC ROE on the national CAP NCC web site at www.cap.gov/ncc.

K. Correspondence with the teams

Each drill team and color guard team will assign one of the two escorts as the single point of contact for correspondence with the national project officer. This escort must have an active e-mail account that can accept attachments. This escort will be able to correspond directly with the national project officer and will receive any NCC information for dissemination among the rest of the team.



All NCC correspondence between the team and the national project officer will :cc or :bcc the respective region director of cadet programs (DCS/CP) and wing director of cadet programs (WG/CP).

L. Safety

All CAP activities involve some degree of risk. The NCC staff will identify likely safety hazards so that they may be minimized before and during the NCC, utilizing an Operational Risk Management (ORM) process. SAFETY IS PARAMOUNT. AETC's policy on fluid replacement will be adopted for this NCC (see CAPP 52-18). All reportable mishaps will be reported immediately to the National Operations Center (NOC) at **888.211.1812** (see CAPR 62-2, *Mishap Reporting and Investigation*, for details on what are reportable mishaps).

M. Conduct

Participating cadets and adults, and other personnel present, will conduct themselves in a professional manner at all times. The individual's chain-of-command will address any unprofessional conduct, and the NCC Director may disqualify any individual or team from the NCC for gross misconduct. Such disqualification will be reported to the NPO and the individual or team's next higher echelon's respective commander.

N. Schedule

The NCC schedule allows for changes due to inclement weather or unforeseen circumstances. Therefore, the NCC master schedule will be considered tentative (Refer to the NCC web site, www.cap.gov/ncc, for the latest master schedule).



Key Personnel Responsibilities

The National Cadet Competition is a collaborative effort of a number of key personnel. The NCC cannot be successful without the full and mutual cooperation of these key leaders.

A. Headquarters Director

The Missions Director (MD) at national headquarters is the person most responsible for the successful implementation of this national event. The director handles all competition elements. Naturally, all headquarters support will be in tangent with any volunteer support for the competition elements.

B. National Project Officer

The national project officer (NPO) is the person most responsible for the planning and implementation of the competition elements. All final decisions for the competition elements rest with the NPO, in consultation with the NCC Director and the Deputy Directors.

The NPO will determine and publish the NCC tentative master schedule and event rules in accordance with CAP regulations and directives. The NPO will select and announce an appropriate keynote speaker for the banquet, with assistance from the national Strategic Communications & Plans Directorate.

C. NCC Director

The NCC Director is the person nominated by the NPO and approved by the National Commander (CAP/CC), to oversee the CAP members and guests while at the NCC.

The NCC Director will also coordinate with HQ CAP/XP the handling of any CAP Distinguished Visitors. The NCC Director can delegate this responsibility to another CAP member.



D. Chief Reservist (If applicable)

The Chief Reservist (CR) is the person selected by the NPO, in consultation with the CAP-USAF Commander (CAP-USAF/CC), to oversee the Air Force Reservists (and their guests) assigned to the NCC.

The CR will also handle Distinguished Visitors not assigned to the NCC Director or NPO. The CR will also coordinate with base protocol the handling of any military Distinguished Visitors. The CR can delegate this responsibility to another Reservist.

For NCC 2006, Reservists support is unavailable.

E. Reservists (If applicable)

The Reservists are recommended by the NPO, in consultation with the host Liaison Region Office, and approved by the CAP/USAF/CC, to help plan and implement the NCC. Their duties are defined in CAP-USAF Instruction 36-5002, with specific NCC duties that may be assigned by the CAP-USAF Commander or Vice Commander.

For NCC 2006, Reservists support is unavailable.

F. Escorts

Each team will assign two escorts who are current adult CAP members over the age of 25 by the start of the NCC. The escorts are responsible for the conduct and supervision of their teams at all times, including the time traveling to and from NCC. The escorts are responsible for the conduct of the team's guests as well. At least one of the escorts must be the same gender as the team.

G. NCC Transportation Chief

The Transportation Chief is responsible for coordinating all available ground transportation to support NCC. This person should be a CAP employee with CAP-USAF member, Reservist or CAP member serving as volunteer assistants.

H. NCC Finance Chief

The Finance Chief is responsible for coordinating all financial matters to support NCC. This person should be a CAP employee with CAP-USAF member, Reservist or CAP member serving as volunteer assistants.

I. NCC Communications Chief

The Communications Chief is responsible for maintaining, distributing and safeguarding all available CAP communication equipment to support NCC. This person should be a CAP employee with CAP-USAF member, Reservist or CAP member serving as volunteer assistants.

J. NCC Public Affairs Chief

The Public Affairs Chief is responsible for securing media contacts, escorting media, developing and publishing news releases and for marketing the NCC. This person



should be a CAP employee with CAP-USAF member, Reservist or CAP member serving as volunteer assistants.

K. NCC Billeting Chief

The Billeting Chief is responsible coordinating all billeting for the participants and staff to support NCC. This person should assist the HQ CAP/XPP protocol office with billeting requests for visitors and guests. This person should be a CAP employee with CAP-USAF member, Reservist or CAP member serving as volunteer assistants.

L. NCC Chaplain

The NCC Chaplain will provide a ministry of presence and will arrange for religious accommodations for Saturday and Sunday religious observances. This person can be a CAP employee, or Air Force or CAP chaplain.

M. NCC Support Cadets

The NPO may solicit the help of some CAP cadets from the nearby area to assist with the NCC. The NPO will negotiate with the host wing commander and director of cadet programs to secure these cadets and supervising adults.



Support Personnel Responsibilities

The National Cadet Competition is a collaborative effort of a number of support personnel. The NCC cannot be successful without the full and mutual cooperation of these support leaders.

A. National Headquarters

(1) Executive Director – Will serve as final arbiter of any unresolved disputes involving National Headquarters support or personnel involved in NCC planning or implementation. This directorate will coordinate billeting for distinguished visitors and guests, serve as general protocol and VIP protocol to include NCC VIP invitations and banquet head table matters. Refer to Annex C1 for the checklist.

(2) Plans & Programs Directorate, Public Affairs Division – This division will handle media relations to include press releases, press scheduling and press escorting;; record the NCC events via photographs (and/or video, newsletters, news reports, *etc.*) for CAP's archives; produce the NCC Awards Banquet Program; prepare a generic handout for visiting officials and dignitaries detailing the missions of CAP; and provide “fill-in-the-blank” press releases for teams to complete and mail to their hometown newspapers. Refer to Annex C2 for the checklist.

(3) Plans & Programs Directorate, Information Technology Division – Will provide at least two laptops and one portable printer, with at least one laptop Internet capable. IT will also provide, if possible, one copier capable of reproducing up to 6,000 sheets.

(4) Missions Directorate, Operations Division – Will provide four six-packs of handheld radios, complete with battery chargers and spare batteries. DO will also provide a portable repeater, along with the requisite cabling and power supply utilizing at least two of the same frequencies as the handheld radios, if necessary for the environment (Refer to Annex D for a detailed Communications Plan that includes frequencies to be used, telephone numbers, call signs, *etc.*). DO will also coordinate, with the Wing's State Director, any aircraft fly-overs during the NCC. The DO will also assist



the NCC staff with completing an ORM prior to the NCC. The ORM will be available in the NCC Administration Office for easy reference during NCC.

(5) Missions Directorate, Education Division – Will provide a test bank of at least 500 AE questions for use during the written exams, if any, and the panel quizzes for the exclusive use of NCC.

(6) Missions Directorate, Chaplain Service Division – Will coordinate with the CAP Chief of Chaplain Service to secure at least one chaplain for the duration of NCC.

(7) Missions Directorate, Cadet Programs Division – Will be the lead division responsible for all competition elements and will select the NPO and NCC staff. The NPO will be an employee of the missions Directorate. The national Deputy Director of Aerospace Education & Cadet Programs will provide guidance and oversight of the NPO.

(8) Logistics & Mission Resources Directorate, Mission Resources Division – Will provide printing of program guides, tickets, rules, certificates, publications, *etc.*

(9) Financial Management Directorate – Will provide assistance and advice to help ensure that all applicable financial reporting and auditing rules are followed, as well as giving guidance on end of event closeout.

B. CAP-USAF

(1) National Headquarters – The CAP-USAF/CC will serve as final arbiter of any unresolved disputes involving Air Force support or personnel involved in NCC planning or implementation. CAP-USAF/XO will provide coordination for potential and actual airlift.

(2) Liaison Region Headquarters – The hosting Liaison Region Headquarters will provide oversight and assistance to the NPO for any military support or personnel involved in NCC planning or implementation. All Liaison Region Headquarters will provide assistance with airlift scheduling and creating the MSAs for their teams.

(3) State Director – The hosting State Director will provide oversight and assistance to the NPO for any support needed in NCC planning or implementation to include all military support requirements for base facilities, tours, government transportation, messing, government equipment, vehicle passes, parking permits, *etc.* The hosting Wing State Director will plan with the NPO contingencies in the event military support becomes unavailable.



C. CAP

(1) National Commander – Will serve as final arbiter of any unresolved disputes involving CAP member support or personnel involved in NCC planning or implementation.

(2) Region Commander – Will provide oversight and assistance for any CAP member in his or her respective region that cannot be handled by NCC staff or the team's Wing Commander or escorts. Region Commanders may be called upon to help provide logistical support for the NCC to include vehicles and aircraft.

(3) Region DCS/CP – Will serve as the primary point of contact between the NCC and the CAP region HQ. The host region DCS/CP will be assigned as a member of the NCC staff, if possible.

(4) Wing Commander – Will provide oversight and assistance for any CAP member in his or her respective wing that cannot be handled by NCC staff or the team's escorts. Wing Commanders may be called upon to help provide logistical support for the NCC to include vehicles and aircraft.

(5) Wing DCP – Will serve as the primary point of contact between the NCC and the CAP wing HQ. The host wing DCP will be assigned as a member of the NCC staff, if possible.

D. Other Agency Involvement

Local officials and dignitaries may be invited by the NCC staff to observe the NCC.



Administration

There are a number of administrative details that need to be considered to have a successful NCC.

A. Sign-in location and procedures

The location of initial participant check-in will be clearly defined in the published ROE. Personnel should not arrive prior to 1300 hours on the first day as in-processing will not begin until 1400. At in processing, one of the team's escorts will sign-in the entire team, pick up the team's packet of materials and the team's room keys. Once the team escort has in-processed the team, this team is excused to the dorms to begin preparations for the NCC.

B. Credential verification procedures

The team escort will certify at in processing that all of his or her cadets have in their possession a current CAPID, a photo identification card, and a copy of their MSA. Any Hold Harmless Agreements will be collected at in processing, as well.

C. Resource listing

The NCC Transportation Chief will maintain a complete vehicle and other resources listing in the NCC Administration Office. Those needing resources will need to coordinate such requests with the NCC Transportation Chief. All rules for utilizing CAP resources will be followed.

D. Forms/documents

There will be a number of NCC specific forms included in the escort's package for each team at in processing. These forms include the official team roster, score sheets, "Spirit Video" order form, volleyball and panel quiz line-ups, "Outstanding Team" nomination form, and "Outstanding Individual" nomination form. Other forms may be added by the NPO. All forms will indicate the due date and time and may be returned to the NCC Administration Office.



E. Fees

There are no banquet, lodging or meal fees for the participating cadets and their two escorts per team. National Headquarters will pay for these expenses starting at 1800 on the scheduled arrival day and will cease to pay for these expenses at 1000 on the scheduled departure day. Any exceptions will need the approval of the NPO.

The NPO may provide accommodations for a few others, typically some key staff positions, at his discretion. All others may use these services on a space-available basis and must pay for these services directly to the respective venue.

Guests are invited to the NCC Awards Banquet. Cost is \$35 per person and advance tickets only. The NPO will publish details about the guest banquet tickets in advance, including any limits on the maximum number of tickets available.

F. Uniform Requirements

The uniform of the day for participating cadets and their escorts is already detailed in the NCC rules. However, the NPO may provide acceptable options where applicable. Such options will be announced at the nightly “Escorts Only” meetings. All others should try to match this uniform, if possible, unless the NPO, in consultation with the NCC Director and CR, has authorized otherwise.



Facilities

There are a number of details concerning the facilities that need to be considered to have a successful NCC.

A. Classrooms

One classroom is needed during in processing and out-processing. This classroom should have at least two eight-foot tables and four chairs. This classroom should be air-conditioned.

NCC needs at least four classrooms capable of seating at least 9 people comfortably during the Panel Quiz (Some chairs should also be available for spectators). See the NCC tentative schedule for detailed times. One of these classrooms is also needed for the panel quiz judges preparation a few hours prior to the scheduled event. These classrooms should be air-conditioned.

One classroom is needed during the entire NCC for our PA to use. This classroom should have enough seats for at least six people. Electrical hook-ups and desktop space is also needed. This classroom should be air-conditioned.

One classroom is needed during the entire NCC for our support staff to use. This classroom should have enough seats for at least 15 people. Electrical hook-ups and desktop space is also needed. This classroom should be air-conditioned.

B. Large auditorium

A space large enough to seat at least 250 people is needed for the welcoming briefing, the written exam, and the panel quizzes. See the NCC tentative schedule for detailed times.

C. Billeting for participating cadets and their two escorts (with select NCC staff)

There should be enough rooms to accommodate 200 participating cadets and escorts and up to 40 NCC staff and others designated by the NPO during the entire NCC. There may be two or three to a room, but only one person per bed. Baths may be shared. Cleaning supplies will be purchased by the NPO and all teams will share the responsibility of keeping the areas clean. All local rules concerning food, equipment use



and general housekeeping will be followed. If possible, adults should be billeted one per room.

One of these rooms needs to be made available to the NPO during the entire NCC as a private sequester room. This room should be lockable and have a cot or bed, as well as desk space and electrical hook-up.

D. Billeting for all others

For NCC 2006, at least 100 hotel rooms need to be reserved for parents, guests and distinguished visitors. These rooms are available for visitors and guests on a first come basis. Any rooms not secured by the contract date will be released back to the hotel. ALL PARTIES MUST MAKE THEIR OWN RESERVATIONS FOR THEIR ROOMS, and must bill these rooms to your individual credit card. CAP assumes no liability for any expenses you incur during your stay. Limited transportation to and from NCC will be available from this hotel only.

E. Administration Office

This office should be on the ground floor and provide enough workspace and electrical power to accommodate a copier, and three laptop computers and printers. There should be at least two tables and six chairs available. This office will serve as the NCC Command Post.

F. Telephone access

The Administration Office should have telephone access that will dial to an outside line, preferably a line able to make DSN and toll-free calls. The dorm rooms' telephone access should be disabled, if possible, especially if coin phones are available nearby. At the very least, dorm room telephones should be able to block all toll charges.

G. Drill pads

Two drill pads, at least 90 x 50 feet unobstructed, need to be available. These drill pads need to be hard surfaced, and may be indoors or outdoors. Adequate bleacher or other seating for guests is required. If held outdoors, an indoor or similar alternative needs to be identified. See the NCC tentative schedule for detailed times.

H. Track

NCC needs either a track or an area capable of evaluating a measured mile run. If a track is used, then it must be of a design to accommodate runners without cleats. If held outdoors, an indoor or similar alternative needs to be identified. See the NCC tentative schedule for detailed times.

I. Flagpole

An outdoor flagpole is required. This flagpole should be of sufficient size to allow our youth to adequately hoist and lower a standard size American Flag full mast. The cleat should be less than 5 1/2 feet from the ground. The lanyard should have enough slack to tie without undue force.



J. Volleyball

At least two full size (collegiate courts or better) volleyball courts are required. These courts must have adequate floor markings and sturdy nets. If held outdoors, an indoor or similar alternative needs to be identified. See the NCC tentative schedule for detailed times.

K. Banquet Hall

The NCC Awards Banquet is the capstone event of the competition where the winners are announced. The facilities need to be able to seat at least 500 for dinner, have an area of at least 16 x 16 feet, if possible, open for special performances (and a ceiling of no less than 16 ft with no obstacles in this performance area), a podium complete with microphone and sound, a sound system capable of audio inputs (like a VCR or laptop computer - capable of running PowerPoint and video), and at least two 3 x 6 foot side tables to hold the majority of NCC trophies. The banquet hall needs to also have enough ceiling height to enable select NCC cadets to post the colors. At least three flag stands are required (American flag, CAP national flag, and a General's flag).

L. Messing

Dining facilities need to be able to feed and seat at least 240 people in less than two hours for breakfast, lunch and supper, with the capability of keeping a running total of the costs incurred. The dining facility and the NPO will negotiate handling of payments. Those not identified by the NPO as being paid by the NCC, will be self-pay.

M. Medical

A medical facility, capable of primary triage for light injuries (sprains and cuts, fainting, minor broken bones, etc.), needs to be identified and used as the primary care facility that on-scene medics are not able to handle. Any team member using such a facility must be accompanied by one of that team's escorts. This escort is responsible for completing any CAP paperwork, like the CAPF 78, that may be needed.

Medics, or someone with registered medical training (for example, an R.N. or M.D.), will be available during the mile run. An ambulance service should be on stand-by or contracted ahead of time.



Logistics

There are some logistical details that need to be considered to have a successful NCC.

A. Military aircraft support

CAP-USAF/XO will provide coordination for potential and actual airlift. The hosting Liaison Region, in partnership with the NPO, will coordinate with CAP-USAF/XO to provide transportation to and from the airlift to the NCC (or alternate location agreed to by the hosting Region Liaison Commander and the NPO).

State Directors will be proactive in coordinating with the Liaison Region Offices and CAP-USAF/XO in securing government transportation.

B. Commercial aircraft support

The closest commercial airport will be the sole airport supported for NCC. For 2006, this airport is the Washington Dulles Airport. The NCC Transportation Chief will coordinate a schedule of limited pick-ups only at this airport for NCC teams arriving and departing. Support for all other times, dates or personnel, are at the discretion of the NPO.

C. Contract bus support

The State Director, in coordination with the NPO, will identify any contract bus support that may be required. The NPO will coordinate with the HQ CAP/EX, who must sign any such contracts originating from the National Headquarters.



Contingencies

Even the best made plans cannot account for every possible alternative. This contingencies page is a good start towards thinking about the most common problems that are likely to occur.

A. Disaster or REDCAP

The NCC may be suspended or terminated, and CAP resources reassigned, only at the direction of the NPO, CAP/CC, or HQ CAP/EX; otherwise, NCC events are expected to continue as planned.

B. Adverse weather

In the event of inclement weather, the NPO may alter the planned schedule without advance notice. The NPO will announce any pending schedule changes in a timely manner, if possible.

If possible, the NPO may move any scheduled outdoor event to a suitable indoor area or the NPO may switch entire events around, or switch venues, if necessary.

During the NCC, the NCC staff will monitor weather conditions.

C. Mishaps

In the event of a reportable mishap, CAP's self-insurance will be in effect but as secondary to the member's insurance (see CAPR 900-5 for details). The NCC Director will ensure all reporting actions are taken and that the proper reports are initiated. It is the team escort's responsibility to complete the appropriate paperwork for members and guests of their team, to include any CAPF 78 and CAPF 79. The escort will submit such reports to the NCC Director prior to departing NCC.

The NCC Director will determine the impact of the mishap on the team's continued standing during the NCC. This may include granting waivers of minimum manning or eliminating an individual or team without waiver.



D. Military support unavailable during NCC

In the event that military support becomes unavailable, the hosting Liaison Region Office and hosting State Director will coordinate with the NPO contingencies to support the NCC as much as possible. These contingencies include:

(1) Airlift failure – In the event that airlift suffers a hard failure while at NCC, the hosting Liaison Region Office and hosting State Director will work with CAP-USAF/XO to try to secure another airlift. If all government transportation options become unavailable, then the NPO will work with the team's region and wing commander (and respective State Directors), along with one of the team's escorts, in trying to secure commercial transportation. National Headquarters would only be able to provide financial assistance to the maximum amount approved by the NEC. Therefore, it is the responsibility of the teams to cover the cost difference.

(2) Facility failure – In the event that real-world mission requirements force the cancellation of the use of military facilities or services, the State Director will work with the Liaison Region Office and the NPO to try to secure other DoD facilities or services, if possible. If other DoD facilities are unavailable, then the NPO will work with the State Director and Liaison Region Office to explore commercial venues. If commercial venues are unavailable or cost prohibitive, then the NPO may declare a mission failure.



Washington, DC, Specific

Every NCC site will have specific procedures that apply. For this year's NCC, we will list here any guidelines that we receive for Washington, DC.

A. Hold Harmless Agreement

The Hazy Center does require a Statement of Physical Health and Hold Harmless Agreement (HHA). Members can download the HHA from our national NCC web site. www.cap.gov/ncc. Cadets under 18 years old will be responsible for turning in this signed HHA at in processing, or they will be disqualified from the NCC.

B. Base Point of Contact

A few of our events may be held at military installations. If so, then these bases need to identify a base POC. This POC needs to work closely with the State Director and the NPO.

C. Force Protection Condition

Many DoD facilities are on a heightened state of alert following the events of September 11, 2001. This may mean that DoD facilities may be in a Force Protection Condition that requires greater security, both at the gates and while on the premises. The NPO will publish current Force Protection Conditions on the NCC web site at least 30 days prior to the event, and will include any security restrictions that are imposed. These restrictions may include limiting participation of guests to only those who are CAP members on MSA.

As a result, all MSAs will be considered final 30 days prior to the scheduled arrival date of NCC. Because we recognize the potential for last minute changes to the roster, we will allow your team to include up to five additional names on this final MSA. However, NCC will only provide support for the 16 NDTC cadets and their two escorts, and the 5 NCGC cadets and their two escorts from each region. This way, if one of your team members drops out after the final MSA is submitted, you can use one of your additional names as the substitute and not worry about modifying the MSA.



Annex A - Budget

Over 200 Civil Air Patrol cadets and leaders have invested thousands of volunteer hours preparing to showcase the ideals of leadership, aerospace education and teamwork. There are eight CAP regions competing, each bringing a drill team of 18 participants and a color guard team of seven participants.

The 2006 NCC budget amount is \$97,000 or about \$83 per day, per person. All funds for NCC come from CAP corporate dollars (account: 8455-065-35-06-100).

Lodging: \$54,000 (about \$45 per day per person)

Meals: \$27,500 (about \$22 per day per person)

Transportation & Events: \$3,000 (about \$15 per person)

Awards Banquet: \$12,500 (about \$25 per person)

There is no travel subsidy this year.

All per person costs are estimates based upon a number of changing variables.

Not figured into the needs above are the costs that every participant pays for their travel, uniforms, and incidental expenses. Adult volunteers contribute countless hours as coaches and mentors. Many family members also make sacrifices by traveling to NCC to support their child. The average participant contributes \$1,170 in out-of-pocket expenses.



Annex B – Rules of Engagement

NCC 2006 will use the current ROE available on the NCC web site, as well as AFMAN 36-2203, *Air Force Drill & Ceremonies*, also available at the NCC web site.

Any confusion with the rules, not addressed in the ROE, will be handled by the NCC Director, in consultation with the Deputy Directors and the NPO.

The NCC web site is www.cap.gov/ncc.



Annex C1–Plans & Programs Checklist

HQ CAP/XP will provide support personnel to handle the following responsibilities for NCC:

- ☐ General protocol and VIP protocol to include NCC VIP invitations, VIP pick-ups and drop-offs, and banquet matters.
- ☐ Handle billeting for distinguished visitors and guests.
- ☐ Handle VIP invitations (Pentagon, Capitol Hill, CAP, other).

Annex C2– Public Affairs Checklist

HQ CAP/PA will provide support personnel to handle the following responsibilities for NCC:

- ☐ Handle media relations to include press releases, press scheduling and press escorting.
- ☐ Record the NCC events via photographs (and/or video, newsletters, news reports, *etc.*) for CAP's archives.
- ☐ Coordinate or produce the annual NCC "Splash Video."
- ☐ Script the emcee notes for the NCC banquet, in coordination with the NPO.
- ☐ Produce the NCC Awards Banquet Program and Banquet Tickets.
- ☐ Prepare a generic handout for visiting officials and dignitaries detailing the missions of CAP.
- ☐ Provide "fill-in-the-blank" press releases for teams to complete and mail back to their hometown newspapers.
- ☐ Coordinate with the NPO any team availability for non-event appearances.



Annex D – Communications Plan

HQ CAP/DOK will provide the following support for NCC:

- ☐ Four six-packs of handheld radios complete with battery chargers and spare batteries.
- ☐ A portable repeater, along with the requisite cabling and power supply utilizing at least two of the same frequencies as the handheld radios.
- ☐ A base station, along with the requisite cabling and power supply utilizing at least two of the same frequencies as the handheld radios.
- ☐ At least six cell phones or other reliable communications, along with the requisite cabling and power supplies, for the key NCC team members (NPO, NCC Director, two deputy NCC Directors, Protocol, and XP support representative) to adequately run the NCC.
- ☐ Establish telephone link and number for the NCC Command Post.

Radio Frequencies used:

- In-bound and out-bound radios will tune to _____ simplex, or _____ duplex.
- NCC supplied handheld radios will use the frequency keyed to these radios.

Call signs will be the person's name or operational assignment (for example, "Rob," or, "Medic," or, "NCC Base").

The NCC 24-hour emergency Command Post telephone number is _____.

The NCC fax line is **703.661.8714**. This is the fax line for the Washington Dulles Airport Marriott, so please include a cover page stating the fax is for NCC.

